

Watergate Office Building—Suite 905 • 2600 Virginia Avenue, N.W.
Washington, D.C. 20037 • Tel. (202) 337-1022 • Telex: IMDI 248698

February 2, 1982

The Honorable
William J. Casey
Director
Central Intelligence Agency
Washington, DC 20505

Dear Bill:

We are delighted you will join us as an honored speaker during a major Washington policy discussion to be convened at the National Defense University (NDU) at Fort McNair on Tuesday, April 6, entitled: "Energy and National Security: The Peril and The Challenge."

Because the relationship between energy and national security is so vital to every citizen and corporation in America -- and indeed in the Free World -- we are pleased that this meeting is a "joint venture" between IMDI and NDU, and that outstanding experts in the field, such as you, will take an active part.

In the Fowler-McCracken Commission survey analysis, the subject of "energy and national security" emerged as one of the paramount concerns of the leadership of government, business, and diplomacy. Enclosed is a one-page summary of the importance of our April 6 policy discussions, along with an advance copy of the April 6 planning agenda.

We have also enclosed, for your review, IMDI's Annual Report which, on pages 10-11, lists the Institute's Board/Council Members invited to this meeting. We anticipate approximately 100 senior officials from government, business, and the diplomatic communities to be with us, plus selected special guests from the international security field.

Speakers will be from both the National Defense University (and others in the field of national security/defense) and IMDI's Joint Council of Government, Business, and Diplomatic leaders. Recent programs of this nature, geared into the Fowler-McCracken Commission, have included Cabinet Officers Donald T. Regan, Malcolm Baldrige, Alexander M. Haig, Jr., and Andrew L. Lewis, Jr.; Edwin Meese III and Murray L. Weidenbaum from The White House; Senators William V. Roth, Jr., Lloyd Bentsen, John H. Chafee, John H. Glenn, Jr., and Robert Dole; Congressmen James C. Wright, Jr., Clarence J. Brown, Barber B. Conable, Jr., James R. Jones, Henry S. Reuss, and Jack F. Kemp; and, on a continuing basis, Chief Executive Officers from major international corporations, domestic and foreign -- to list a partial roster.

February 2, 1982

Please note that you will be involved from 9:00 until 10:30 a.m. and the subject will be the overall, global assessment of the energy situation. We urge you to be as candid as security permits in your general assessment and as to America's vulnerability today. We are concerned with the complacency we find everyday because of a perceived "oil glut," and sincerely believe there is an energy security crisis which could explode at any time.

Once again, I am pleased that you will be with us, and I hope you will have time to stay to hear some of the other speakers. This should truly be an outstanding day, and we believe those who attend will leave with a much better understanding of the energy peril we face today. That is our goal, and your participation will certainly help us achieve it.

With best wishes.

Cordially,



STAT

WASHINGTON BRIEFING SERIES

Tuesday, April 6, 1982

National Defense University
Fort McNair -- Washington, D.C.ENERGY AND NATIONAL SECURITY: THE PERIL AND THE CHALLENGEImportance

"The energy security crisis is here; it is now; it is continuing; and could explode any day or any month -- to our peril."

"Energy Security" is rated number one among the "critical issues" in the Fowler-McCracken Commission survey/analysis on energy. This special briefing for IMDI Board/Council Members -- convened in the National Defense University in cooperation with IMDI's Government and Corporate Associates -- will address such concerns as:

1. Estimate of the Situation: Exactly what is America's "vulnerability" today, and what domestic or world events could convert "complacency over the oil glut" into a national crisis of great proportion?
2. Impact on Business: What are the short and longer range "issues and answers" confronting not just the energy business, but the entire corporate community which has a stake in U.S. business and industry? What "contingency planning" is called for (and is perhaps overdue)?
3. International Implications: How does the "energy security" problem -- and threat -- project itself into the international scene where most of the industrialized democracies, as well as the developing world, face an even greater threat of "security" and "vulnerability"? What is called for in international cooperation?
4. Executive Branch Response: What can business -- and America -- expect from the Reagan Administration in new plans directed towards both short range solutions and longer range building of energy supplies and resources?
5. Congressional Response: What proposals does the leadership from the Senate and the Congress have to address these same questions?
6. Corporate Response: Since business carries the final responsibility in America for either "delivering the energy" or conserving it, what do business leaders consider to be the "imperatives" in government action or corporate action?
7. Strategy for Success: What basic steps can be taken to evolve a "strategy" worthy of this nation and the community of nations -- in contrast to stop-gap, on-again/off-again, simplistic answers and actions (and reversals)? Indeed, is this nation capable of evolving a more coherent strategy involving both government and business?
8. Priorities: Based upon response from the Fowler-McCracken policy committee on energy, what should be the immediate goals for 1982?

WASHINGTON BRIEFING SERIES

Tuesday, April 6, 1982

National Defense University
Fort McNair, Washington, D.C.

ENERGY AND NATIONAL SECURITY: THE PERIL AND THE CHALLENGE

A Briefing Conducted In Cooperation with The National Defense University

HOST: *LT. GENERAL JOHN S. PUSTAY, President, National Defense University

CHAIRMAN: Gulf Oil Corporation

STAT

8:30 Registration Begins

9:00 ESTIMATE OF THE SITUATION: PART I --

A GLOBAL ASSESSMENT

- . Area assessments:
 - NATO & Japan
 - Middle East, Latin America & Africa
 - Soviet Union & PRC
- . Energy pressure points
- . Impact on business planning

*LT. GENERAL JOHN S. PUSTAY (MODERATOR)

*HON. WILLIAM J. CASEY

Director

Central Intelligence Agency

*HON. MELVIN A. CONANT

Former Assistant Administrator, International

Energy Affairs, Federal Energy Administration

President, Conant and Associates, Ltd.

HON. ROBERT D. HORMATS

Assistant Secretary for

Economics and Business Affairs

U.S. Department of State

HON. JAMES R. SCHLESINGER

Former Secretary of Energy

and Defense

Georgetown Center for Strategic and

International Studies

10:30 Break

10:45 ESTIMATE OF THE SITUATION: PART II --

THE NATIONAL DEFENSE DIMENSION

- . Defense energy supply and demand
- . Mobilization and preparedness planning
- . "Economic warfare": The energy dimension
- . Crisis management of energy resources

*LT. GENERAL JOHN S. PUSTAY (MODERATOR)

*GENERAL RICHARD G. STILLWELL, USA (Ret.)

Deputy Under Secretary of Defense for Policy

U.S. Department of Defense

*ADM RONALD E. NARMI, USN

Commandant, Industrial College

of the Armed Forces

National Defense University

*DR. JOHN N. ELLISON

Associate Dean for Academic Development

Industrial College of the Armed Forces

National Defense University

12:15 Luncheon (Officer's Club)

2:00 CORPORATE RESPONSE

- . What is the role of the business sector in addressing the "peril and the challenge"?
- . What are the impediments that are

(MODERATOR)

STAT

CORPORATE PANELISTS -- FOUR OF THE FOLLOWING

ROBERT W. FRI

President, Energy Transition Corporation

Former Acting Administrator, ERDA

What are the key issues in the energy area that need to be addressed in the next 10 years?

[Redacted]

STAT

[Redacted]

STAT

The Atlantic Council of the U.S.

[Redacted]

STAT

ALCOA

[Redacted]

STAT

[Redacted]

STAT

[Redacted]

STAT

Koppers Company, Inc.

[Redacted]

STAT

U.S. Steel Corporation

[Redacted]

STAT

Exxon Corporation

3:00

GOVERNMENT VIEWS: PUBLIC POLICY PROSPECTS

- Executive Branch & Congressional "Action Agenda"
- Energy Management: Role of federal government, state governments and private business
- National security and the need for a national energy strategy

*HON. JAMES B. EDWARDS

Secretary, U.S. Department of Energy

HON. JAMES G. WATT

Secretary, U.S. Department of Interior

HON. WILLIAM W. BRADLEY (D-NJ)

Finance Committee, Energy and Natural Resources Committee; U.S. Senate

HON. JOHN D. DINGELL (D-MI)

Chairman, Energy & Commerce Committee; U.S. House of Representatives

3:45

Recess for informal discussion with Department of Defense Officials

4:30

Adjourn

2/2/

*Confirm

Doc. 195

The above agenda of speakers represents both "working plans" and firm commitments; astericks indicate confirmed speaker participation.